

Fostering Opportunities in Rural Southern Areas- FORSA

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List of Abbreviations

CDA	Community Development Association
EWSO	Egyptian Women Speak Out
HH	Household
IPC&C	Interpersonal Communication and Counseling
MoISA	Ministry of Insurance and Social Affairs
NCE	No Cost Extension
PM	Project Manager
PMP	Performance Monitoring Plan
RR	Raedat Rifiat (Community Outreach Worker)
TC	Technical Coordinator
TOT	Training of Trainers
UNGO	Umbrella Non-Governmental Organization

Grant Goal/Objectives

The overall goal of this project —entitled “FORSA,” which means “opportunity” in Arabic, is to contribute to poverty reduction among vulnerable youth in rural Upper Egypt by applying an integrated approach that addresses health and wealth improvements, enhancing social protection. The specific objectives are the following:

1. Provide immediate employment opportunities for 1,400 youth in rural Upper Egypt by establishing a network of community health outreach workers to encourage greater access to health delivery services.
2. Build the capacity of women in rural Upper Egypt and assist them technically and financially to start their own businesses (microenterprises).

Executive summary

Year 2 represented a substantial cornerstone in the life cycle of the FORSA project. It witnessed major hindrances and victories for the project team.

The project team prudently invested the first half of FY2 to overcome the turbulent political situation in Egypt which created a major obstacle to granting an approval from MoISA to start the project activities. The project team demonstrated great adaptability by complying with the MoISA's requests to change the approach of implementation of the project, without jeopardizing the achievement of project objectives or planned budget, through inserting a new tier, the UNGO, and to modify the work plan accordingly.

The project team successfully, selected six partner UNGOs, three in Assiut and three in Souhag governorates, in collaboration with MoISA officials, based on institutional and financial evaluation as per pre-award assessment visits, previous experience and potential to work as an UNGO, previous experience managing foreign funds, and NGO portfolio of development activities. The team then trained all six UNGOs on writing grant proposals, supported them in the development and submission of their proposals to MoISA, and followed up closely until approval was granted to the proposals of all six UNGOs by the beginning of the second half of FY2. The FORSA project selected 75 partner CDAs, in collaboration with MoISA Directorate and UNGOs. The process of selecting partner CDAs went through the same steps taken for the UNGOs.

With the beginning of the second half of the year, the project gained tremendous momentum to move implementation of planned activities forward. During the second half of the year, the FORSA project team prepared all required documents and finalized the sub-grant agreement contracts, which were signed by all six UNGOs during this year. To build capacity of all six UNGOs targeted staff, Pathfinder conducted financial and managerial training workshops. The four UNGOs of Batches' 1 and 2 have successfully opened bank accounts and the first transfer of funds to cover three months activities was accomplished for all four Batch one and two UNGOs during this year. The remaining Two UNGOs (of Batch three) are currently in the process of opening bank accounts and transfer of funds is expected early FY3.

All six UNGOs successfully signed their sub-grant agreements with their partner CDAs, which was rapidly followed by hiring project staff in the UNGOs and partner CDAs. Overall 1,386 jobs were successfully created in the second half of this year. Of those, 569 were created during the third quarter and 817 were created during the fourth quarter. Apart from four positions within Pathfinder LLC, the remaining positions for project staff are all within the UNGOs and their partner CDAs in Assiut and Souhag. It is worth noting that 98% of those jobs were exclusively for women.

During the second half of FY2, 25 IPC&C training workshops were conducted, during which 947 project staff from Batch 1 and 2 UNGOs and their partner CDAs in Assiut and Souhag governorates were trained on IPC&C. All project staff from Batch 1 UNGOs and their partner CDAs successfully received the training during this year. Targeted project staff from batch 2 UNGOs in Souhag completed their training by the



end of FY2, while training was ongoing for Batch 2 UNGOs and their partner CDAs staff in Assiut as FY2 ended and is expected to be completed early in the first quarter of Y3.

During the third quarter of Y2, all 30 Batch 1 target villages in Assiut and Souhag were mapped and 1,500 HHs were identified by each CDA for receiving health education home visits. In total, 45,000 HHs were identified (1500 HHs X 30 CDAs) in both governorates. Following the process of mapping, the pre-intervention survey for Batch 1 villages was conducted to measure the health knowledge among a simple random sample of identified beneficiary women of each CDA as well as a convenience sample of non-beneficiary women from nearby control villages as per the PMP.

By the end of July 2013, a total of 45,003 households were visited by Batch 1 CDAs' RRs; 15000 in Souhag and 30,003 in Assiut. The cumulative number of Household visits conducted by Batch 1 CDAs' RRs during Q4Y2 reached 135,000 visits, which suggests an average of 3 visits for each target household. At least one monthly visit was conducted to each target household in target villages.

In September 2013, the first TOT workshop to train a cadre of trainers for the Egyptian Women Speak Out (EWSO) program was conducted. A total of 20 RR supervisors, four Technical Coordinators, as well as the UNGO Project Manager attended the workshop. The training report included individual evaluation for each trainee and recommendation on whether or not she is capable of administering EWSO workshops at the local level. Based on the evaluation, some RRs and RR supervisors might be laid off or retrained in future training sessions.

Toward the end of this year, curricula of three trainings offered by FORSA were adopted by MoISA central level to be used later for trainings provided by the ministry, namely IPC&C training, EWSO TOT training, and EWSO Workshops.

On August 13, 2013, approval was granted by the USAID Agreement Officer to the FORSA project 12-month No Cost Extension (NCE) work plan, which was submitted on February 10, 2013. Based on the NCE approval, an updated project plan narrative and PMP were resubmitted to the USAID AOTR in September 2013. The PMP was revised so that indicator targets and timelines were rationalized according to the actual start date of implementation..

During this year, coordination between FORSA project and the Smart Choices for Healthy Living (SMART) project was put into action. Physicians affiliated to the SMART project participated in training FORSA project RRs on the Health messages adopted by SMART project within the context of the IPC&C training workshops that were held in Souhag governorate during the fourth quart of Y2.

Accomplishments

Give the turbulent and threatening political and social environment of a transforming Egypt, Y2 represented a substantial cornerstone in the life cycle of the FORSA project. It witnessed major challenges and victories for the project team. During this year, the project team safely navigated, to obtain approval from MoISA and start the implementation of the project field activities at the beginning of the third quarter. Implementation swiftly proceeded thereafter at a pace that could compensate for the delays imposed by political turmoil during the first year of the project life taking into consideration the additional year provided through the no cost extension.

With the beginning of the second half of the year, the project gained excellent momentum to move forward with the implementation of planned activities in the target communities, catching up on the delays that were imposed during the first year due to the turbulent political situation. The project team prudently adopted the principles of continuous improvement through making use of the experience gained during the implementation of field activities with Batch 1 to swiftly drive the project activities forward. Accomplishments during this year focused on fulfilling the following objectives:

- Accommodate a new implementation approach suggested by MoISA to start project activities
- Approaching and orienting MoISA Undersecretaries in intervention governorates
- Selection of partner UNGOs
- Train partner UNGOs on writing and submitting proposals to MoISA for approval
- Selection of partner CDAs
- Supporting UNGOs in developing and submitting their proposals for receiving grants from Pathfinder International to MoISA
- Preparation and updating of forms and training curricula
- Obtaining approval from MoISA for all six UNGOs to implement FORSA project
- Finalizing and signing sub-grant agreement contracts by UNGOs
- Opening bank accounts and transfer of funds for UNGOs
- Finalizing and signing agreement contracts between UNGOs and their partner CDAs
- Creating job opportunities and hiring project staff for UNGOs and their partner CDAs
- Capacity building in financial management for UNGOs Staff
- Training CDA outreach workers (RR) , Supervisors, and UNGO Technical Coordinators on IPC&C skills and health messages
- Conducting a public hearing meeting in each of Batch 1 target villages
- Mapping all batch 1 villages and identifying target HHs for health education
- Conducting the pre-intervention household survey in Batch 1 intervention and control villages in Assiut and Souhag
- Follow up, guidance, monitoring and supervision of UNGOs to implement project activities with partner CDAs
- Conducting household visits by Batch 1 CDAs community outreach workers (RRs)



- Selecting and training a cadre of trainers for the EWSO Program from Batch 1 UNGO and CDAs staff, Assiut governorate
- Communication and collaboration with MoISA at Central and/or Governorate Levels
- Organizing an extended FORSA staff meeting to share field implementation experience
- Communication with USAID
- Collaboration with other CAs

Objectives illustrated:

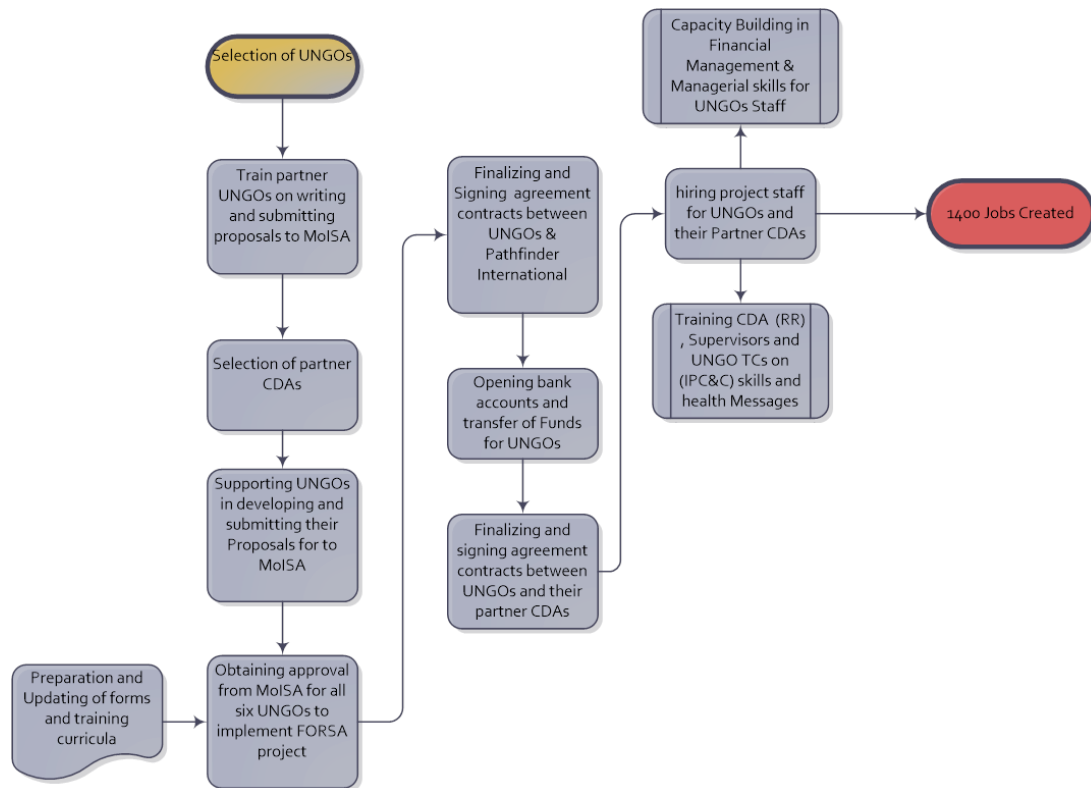


Figure 1 Major steps involved in the achievement of the first project objective: Creating 1400 Jobs

A. Accommodate a new implementation approach suggested by MoISA to start project activities

Early during the first quarter of Y2, the project team continued its close follow-up and coordination with MoISA to approve and sign the Memorandum of Understanding (MoU) that FORSA submitted in the third quarter of Y1 to allow for the implementation of its field activities through partnerships and sub-grant agreements with local community development associations (CDAs) to create jobs in local communities.

In the beginning of November 2012, the Head of NGOs Department MoISA clarified to the project team that the MoU, as a mode of implementation was being re-visited by MoISA given the constraints regarding foreign funding of NGOs and suggested an alternate path for implementing the FORSA project.

Based on the requested change, an alternate strategy for implementation was developed by the FORSA project team in collaboration with the Ministry of Insurance and Social Affairs, whereby the same project objectives will be achieved without jeopardizing the budget plan, through partnerships and sub-grant agreements with UNGOs which will, in turn collaborate with local CDAs guided by FORSA.

B. Approaching and orienting MoISA Undersecretaries in intervention governorates

Early in December 2012, the Head of Minister's Technical Office issued a memo to the undersecretaries of MoISA directorates in Souhag and Assiut governorates asking them to assist FORSA team by nominating active UNGOs as well as to facilitate and collaborate on the institutional and financial assessments to be conducted by FORSA team.

C. Selection of Partner UNGOs

Selection of Partner UNGOs was conducted through the following steps:

- Nomination of Potential UNGOs by MoISA Undersecretaries

Souhag Undersecretary nominated **ten** NGOs and the Undersecretary of Assiut nominated **nine** NGOs as potential UNGOs to attend the orientation meetings and to undergo the pre-award assessments.

- Conducting an orientation meeting for the Nominated UNGOs

During the orientation meetings, the project activities were explained and field visits for performing pre-award financial and technical assessments were scheduled. In Souhag governorate, the meeting was attended by MoISA Undersecretary and the Head of the NGO unit.

- Institutional and financial assessments of nominated NGOs

The assessments were conducted by the FORSA project team in collaboration with MoISA representatives. In Souhag, as the assessments were conducted the FORSA team requested the nomination of two more NGOs, thus twelve NGOs were visited and assessed. In Assiut, after conducting background checks on the nine NGOs nominated by MoISA Undersecretary, only seven NGOs were eligible for the pre-award assessment.



- Selection of Potential UNGOs

On the December 30, 2012, FORSA selection committee (comprised of the Project Manager, Financial Manager, Technical Advisor, Field Implementation Specialist, Project Coordinator, Financial Specialist and Field Implementation Assistant) met to select potential UNGOs, six UNGOs were selected, three from each governorate. Selection was based on institutional and financial evaluation as per pre-award assessment visits, previous experience and potential to work as an UNGO, previous experience managing foreign funds, and NGO portfolio of development activities.

- Conducting Terrorist check on the six potential UNGOs

FORSA team conducted a terrorist check on the six potential UNGOs. Two search methods were used, namely the **“SAM: System for Award Management”** online database and the **“UN individuals, groups, undertakings and other entities associated with Al-Qaida pdf file”** to check both the Arabic and the English names. All Six UNGOs successfully passed the Terrorist Check.

D. Train partner UNGOs on writing and submitting proposals to MoISA for approval.

Early in January 2013, a three-day workshop was conducted in Assiut Directorate to raise capacity of selected members of the six UNGOs in proposal writing. This workshop was conducted in collaboration with MoISA Directorates and was attended by the undersecretaries of Souhag and Assiut. Three participants from each UNGO attended, mainly the Executive Director of the NGO and two Board Members. The training workshop used a variety of training approaches and provided guidance on both practical and theoretical aspects of proposal writing.

E. Selection of partner CDAs.

After conducting the proposal writing workshop for UNGOs, FORSA project started the process of selecting partner CDAs, in collaboration with MoISA Directorate and UNGOs. The process of selecting partner CDAs went through the same steps taken for the UNGOs:

- Nomination of partner CDAs: The FORSA project team requested UNGOs to nominate CDAs working with the poorer villages in Souhag and Assiut Governorates.
- Pre-award institutional and financial assessments were conducted for 46 potential partner CDAs from six districts of Souhag Governorate and 47 from five districts of Assiut Governorate.
- Following the assessments, technical committees were formed from the FORSA field team and UNGOs to review assessment scores and select partner CDAs that had passed the institutional and financial assessments.
- Selected CDAs were reviewed and agreed upon by MoISA Directorates. These CDAs then underwent terrorist checks by the FORSA team, using the same procedure as that used to check partner UNGOs.

Finally, there were 35 partner CDAs in six districts in Souhag Governorate and 40 partner CDAs in five districts covering in Assiut Governorate. The table below shows the distribution of CDAs by UNGOs.

Table 1 UNGOs, Partner CDAs and target districts

Governorate	UNGO	Number of CDAs	Districts
Assiut	Tanmiet El Mogtamaa in Al Hawatka	20	Manfalot / Qusiah
Souhag	Sohbet El Kheer	10	Tema / Tahta
Assiut	Tanmiet El Mogtamaa in Sahel Seleim	15	Sahel Selim / Badari
Souhag	Tahseen Awdaa El Maraa wa Al Tefl	10	Souhag / Monshah
Assiut	Al Khairia Al Islamia in Al Bora	5	Assiut
Souhag	Al Masria LeTanmia Al Insania	15	Sakulta / Akhmim

F. Supporting UNGOs in developing and submitting their Proposals for receiving grants from Pathfinder International to MoISA

The FORSA team provided UNGOs with continuous support to review their proposals, helped them to compile all required documents supporting the submission of their written proposals to the MoISA directorates in Assiut and Souhag, who both granted their approval to the submitted proposals on January 28th. The project team then followed up with the two MoISA Directorates in both governorates to forward the submitted proposals to central level MoISA. Proposals were received by the MoISA Grants Department on January 30th.

G. Preparation and Updating of forms and training curricula

While waiting for MoISA Grants Department's approval of granting proposals to the six UNGOs, FORSA project staff worked on producing the contractual documents necessary for signing agreements between Pathfinder International and awarded UNGOs as well as between awarded UNGOs and partner CDAs, potential job descriptions and contract forms for jobs at UNGO and CDA level according to the new implementation strategy. The FORSA project team also reviewed the reporting forms at all levels of implementation, to insert the UNGO as an implementation tier in activity reporting cycle.

In addition, the FORSA project staff updated the training curriculum for the managerial and financial training materials, which had been previously developed for CDAs to fit partner UNGOs instead, according to the new implementation strategy. The training aimed at helping UNGOs build administration capacities to manage CDAs.

H. Obtaining approval from MoISA for all six UNGOs to implement FORSA project

With the beginning of the third quarter this year, all UNGOs obtained approvals from MoISA, on their submitted proposal to receive sub-grants from Pathfinder International to implement FORSA project activities. Achieving this target was not easy in the light of the prevailing political instability characterized by frequent change of Cabinet Ministers which lead to a significant un-necessary delay in flow of work in most government Ministries including MoISA. The situation was further aggravated by the obvious reluctance of MoISA officials to grant local NGOs approval for foreign funding in the light of a public opinion law suit regarding foreign funding of civil society organizations

The details of the strategy and tactics adopted by FORSA to achieve this objective are discussed in the “Success Stories” Section.

Table 2 Date of MoISA approval to each of UNGO's Grant Proposal

Batch	Governorate	UNGO	Approval Date
B1	Assiut	Tanmiet El Mogtamaa in Al Hawatka	21-Mar-13
	Souhag	Sohbet El Kheer	9-Apr-13
B2	Assiut	Tanmiet El Mogtamaa in Sahel Seleim	10-Apr-13
	Souhag	Tahseen Awdaa El Maraa wa Al Tefl	9-Apr-13
B3	Assiut	Al Khairia Al Islamia in Al Bora	10-Apr-13
	Souhag	Al Masria LeTanmia Al Insania	9-Apr-13

I. Finalizing and Signing sub-grant agreement contracts by UNGOs

The FORSA project team prepared all the documents needed by Pathfinder International to process the awarding of the six UNGOs. Then guided by Pathfinder International, FORSA finalized the sub-grant agreement contracts, which were signed by all six UNGOs during this year.

J. Opening bank accounts and transfer of Funds for UNGOs

The four UNGOs of Batch 1 and 2 have successfully opened bank accounts and the first transfer of funds to cover three months activities was accomplished for all four UNGOs during this year. A second transfer to cover the project expenses of Batch 1 UNGOs during the first quarter in Y3 is being processed and expected to take place in October 2013. Opening bank accounts for Batch 3 UNGOs is in progress and transfer of funds is also expected in October 2013.

K. Finalizing and signing agreement contracts between UNGOs and their partner CDAs

During this year, all six UNGOs of Batches 1, 2 and 3 in Assiut and Souhag successfully signed agreement contracts with their partner CDAs. Batch 1 UNGOs (Tanmiet El Mogtamaa in Al Hawatka, Sohbet El Kheer) signed agreement contracts with their partner CDAs early in the third quarter of Y2, within only two weeks of signing their contracts with Pathfinder International. Batch 2 and 3 UNGOs signed agreement contracts with their partner CDAs in early in the fourth quarter of Y2.

L. Creating Job Opportunities and hiring project staff for UNGOs and their Partner CDAs

During this year, FORSA project showed an unprecedented surge in the process of job creation and successfully achieved one of the main strategic project objectives of “***Creating immediate employment opportunities for 1,400 youth in rural Upper Egypt***”. Overall, 1,386 jobs were successfully created in the second half of this year. Of those, 569 were created during the third quarter of Y2 and 817 were created during the fourth quarter. Apart from four positions which were created at Pathfinder LLC, all the remaining jobs created represent UNGOs and their partner CDAs Project Staff in Assiut and Souhag. It is worth noting that 98% of those jobs were exclusively for women.

Adding the 1,386 jobs created this year to the 17 FORSA project job opportunities that were created by the end of the FY1 gives a cumulative total of 1,403 jobs created by the end of FY2. This achievement was in accordance with the PMP, which set the end of FY2 as milestone for the achievement of this stated project objective.

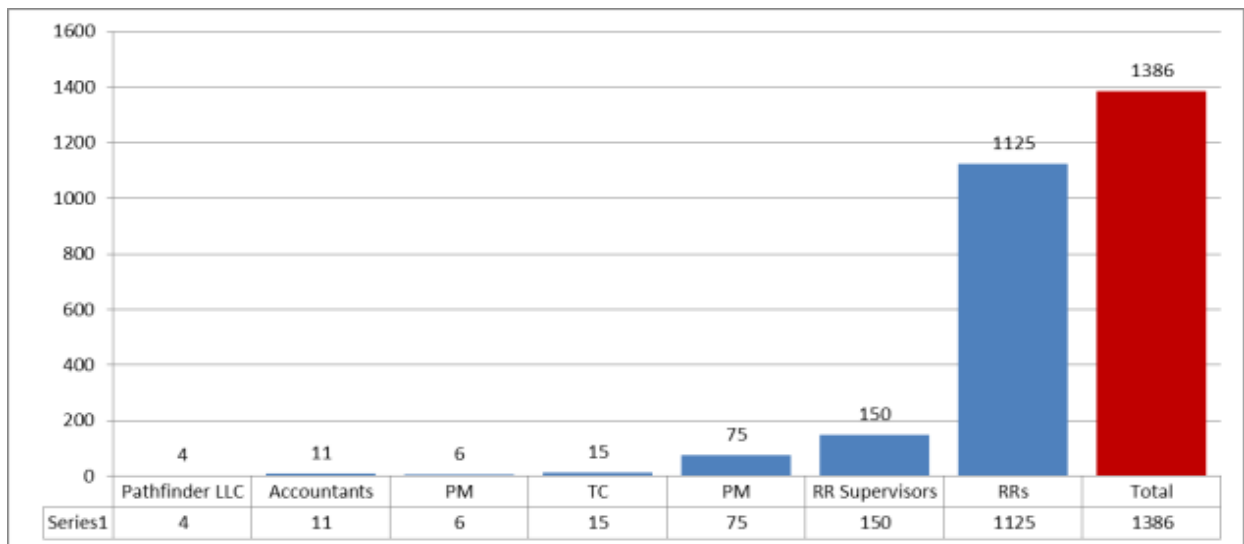


Figure 2 Details of Jobs created by FORSA project during FY2

FORSA took all possible measures to make sure that the staffing process at the level of UNGOs and partner CDAs followed a sound organizational procedure, not only to ensure transparency and give equal opportunity to candidates based on their skills and experience, but also to build organizational behavior capacities among UNGOs and partner CDAs. FORSA representatives participated in the hiring process in order to avoid nepotism or bias by CDA Board Members.

Candidates for all posts were screened during a standardized interview, and scored based on a standard scoring system to ensure they possess the necessary knowledge, skills and capacities to perform the corresponding job. For accountants, the screening process also included a written pre-test to assess technical accounting knowledge and skills. All hired personnel were exclusive full time employees for FORSA project.

M. Capacity Building in Financial Management and Managerial skills for UNGOs Staff

Being a prerequisite to opening a bank account, receiving funds and thus starting work, capacity building in financial management was conducted for all six UNGOs in Assiut and Souhag, during the second half of FY2.

Financial and managerial training workshops were implemented on two phases during FY2: The first consisted of four financial training workshops and two managerial training workshops which were all conducted for Batch 1 on Batch 2 UNGOs staff in Assiut and Souhag. The number of attendees of the four financial training workshops was 74 participants (10 UNGOs staff and 64 CDAs' staff, only UNGOs' staff performed pre and post-tests), while the total number of attendees of the two managerial training workshops was 22 participants.

The financial training at this phase primarily targeted accountants and senior accountants and project managers of UNGOs. Partner CDA treasurers and CDA project managers were also invited to attend based on the feedback and recommendation of FORSA field implementation team. This recommendation was justified by the fact that CDA treasurers receive advances and petty cash and settle accounts with UNGOs thus training them would lead to better coordination and a smoother workflow of project activities. Managerial training essentially targeted UNGO project managers and board members. The UNGO Technical Coordinators (TC) were also invited to attend the training based on the recommendation of the FORSA field implementation team.



Figure 3 Managerial Training Batch one & two UNGOs Souhag

The second run of financial and managerial training workshops was conducted during the fourth quarter of Y2, primarily for Batch 3 UNGO staff and secondarily for Batch 1 or 2 UNGO staff who missed the initial training. This phase of workshops consisted of two financial trainings, one in Assiut Governorate and the second in Souhag Governorate, which were collectively attended by seven participants. Two managerial training workshops were also conducted during the second run, one in Assiut Governorate, which was attended by nine trainees and the second in Souhag and was attended by eight trainees.

The FORSA project team learned from the implementation of the training during the first phase, and used the experience to modulate the trainings during the second phase. Regarding the financial training, it was found that it would be more practical to restrict the training to UNGOs' board members and accountants and give UNGOs the lead by arranging for an on-the-job step down training of CDA treasurers through their accountants who received the project training. Batch 1 and Batch 2 UNGOs in Assiut and Souhag were requested to retrospectively plan for this step-down training. Second, regarding the managerial training, it was found that it would be more beneficial to allow board members, project managers, Technical Coordinators as well as accountants to attend the training to maximize the benefits.

The cumulative average percent knowledge gain due to financial administration and managerial trainings (**indicator 2a**) for all workshops conducted during FY2 was very high, **143.7%** (i.e. increased by nearly one and a half times), which far exceeds the PMP target of 20%. This observed percent knowledge gain can be explained by the fact that partner UNGOs work in extremely unprivileged communities where the initial knowledge and capacity of personnel is very limited which highly emphasized the impact of the training. It was striking that one of the 17 attendees of the financial trainings who conducted pre and post-tests scored 1/20 in the pretest and 13/20 in the post test denoting that his knowledge increased 12 times (percent knowledge gain 1200%). This limited initial knowledge reflects the fact that people were selected from such a disadvantaged community where such knowledge is quite limited.

N. Training CDA outreach workers (RR) , Supervisors and UNGO Technical Coordinators on Interpersonal Communication and Counseling (IPC&C) skills and health Messages

During this year, 25 IPC&C training workshops were conducted, during which 947 project staff from Batch 1 and 2 UNGOs and their partner CDAs in Assiut and Souhag Governorates were trained on IPC&C. All Project staff from Batch 1 UNGOs and their partner CDAs successfully received the training during this year. Targeted project staff from Batch 2 UNGOs in Souhag completed their training by the end of FY2, while training was ongoing for Batch 2 UNGOs and their partner CDAs staff in Assiut is expected to be completed early Q1Y3.

IPC&C training workshops were conducted in two phases. The first phase during the third quarter of Y2, consisted of 15 training workshops, included 548 trainees from Batch One UNGOs and partner CDAs, 365 from Assiut and 183 from Souhag. All Batch One UNGOs TC, project managers, CDA RRs, RR supervisors, and CDA project managers were trained on IPC&C and health messages during those workshops.

The second phases of IPC&C workshops was conducted during the fourth quarter of Y2 and consisted of 10 workshops which were attended by 399 trainees, of those, 363 were from Batch Two UNGOs and their partners CDAs (184 from Assiut and 179 from Souhag), and 36 were from Batch 1 UNGOs and/or CDAs (18 from Assiut and 18 from Souhag) who missed the training with their counterparts during Q3Y2,



Figure 4 An RR in Souhag practicing Presentation Skills during IPC&C training in Souhag

Before the implementation of the second phase of workshops, The FORSA project team used the experience gained during the implementation of the first Batch to fine tune the workshops. The team found it necessary to increase the proportion of the training devoted to the health messages. This was successfully achieved through collaboration with the SMART project, where the health messages adopted by the project were used for training of the participants, and SMART affiliated physicians actually shared in training the participants on those messages.

Pre-tests and post-tests were administered to outreach worker trainees. According to level of performance during the training as well as previous experience, two RRs were selected in each CDA to become RR Supervisors. The average percent knowledge gain among all outreach workers (**indicator 2**) was **43.50%**, which exceeds the PMP target of 20%.

O. Conducting a Public Hearing Meeting In each of Batch 1 target villages

Following completion of the IPC&C training for Batch 1 RRs, the project staff started field activities by conducting a public hearing meeting in each of the target villages of the 30 CDAs in Assiut and Souhag. Local community leaders were invited to attend those meetings during which all CDA FORSA project staff were introduced to the community and FORSA project activities were explained. FORSA field implementation specialists also attended those meetings.



Figure 5 Public Hearing Meeting in Al Madmar Village, Souhag with a local religious leader attending

P. Mapping all batch one villages and Identifying target households for health education

After conducting the CDA public hearing meetings, all 30 target villages in Assiut and Souhag were mapped. Hand drawn maps were plotted and served as guides during the process of identification of beneficiary HHs. They also served as an important logistic tool facilitating the distribution and coordination of the work among RRs.

Most of the 30 CDAs identified 1,500 HHs for receiving health messages. In total, 45,000 HH were identified as prospective beneficiaries of health education home visits for Batch 1 in Souhag and Assiut according to the PMP targets.



Figure 6 A Hand-drawn map of Al Sawalem village – Sohag Governorate

Q. Conducting the pre-intervention household survey in Batch 1 intervention and control villages in Assiut and Souhag

The pre-intervention survey for Batch 1 villages was conducted to measure the health knowledge among a simple random sample of identified beneficiary women of each CDA, as well as a convenience sample of non-beneficiary women from nearby control villages. As per the PMP, for each CDA, six beneficiaries were selected (i.e., $6 \times 30 = 180$ beneficiaries) for Batch 1 in Souhag and Assiut.

In addition, 18 control villages were selected for the 30 CDA villages. The number of non-beneficiary women selected per control village was increased to fifteen, for a total number of 270 control interviews.

To ensure the proper implementation of the survey, the FORSA Monitoring and Evaluation specialist conducted a one day orientation to UNGO TCs and CDA RR supervisors and trained them on using the survey instrument and interview skills through role play. He also supervised the conduct of the interviews in both intervention and control villages.



Figure 7 RR Supervisors organizing and reviewing HH survey field work with M&E Specialist

R. Follow up, guidance Monitoring and Supervision of UNGOs to implement Project activities with partner CDAs



Figure 8 : FORSA field Implementation Specialist attending Preparatory meeting of B1 UNGO in Souhag governorate

During this year, with the quick start-up and progress of field activities at an exceptionally fast pace, the FORSA project team played an important role in providing continuous close, guidance, follow-up, and supervision to UNGOs in implementing the project's activities with their partner CDAs.

In preparation for the start-up of field activities, professional technical support, on-the-job training, and follow-up has been provided by FORSA staff, particularly field implementation specialist to help UNGOs set up their accounting systems and to issue monthly and quarterly financial reports, as well as to get acquainted with activity reporting forms.

To support the kick-start of field activities of Batch 1 and Batch 2 UNGOs and their partner CDAs in Assiut and Souhag, the FORSA field implementation specialists were keen to attend the preparatory meetings which preceded the start of field activities where the project was introduced to CDAs' staff, the planned project activities were reviewed, and each CDA presented their expectations for the organization and planning of the field work. During the preparatory meeting, planning for the public hearing meetings in the target village of each CDA was also undertaken.

With the progress of implementation of field activities by Batch 1 UNGOs and their partner CDAs in Assiut and Souhag progressed, the first quarterly meeting gathering Batch 1 UNGO key personnel and their partner CDAs representatives to review the implementation status of project activities from the past quarter and plan for the following quarter, was conducted in both governorates. The FORSA field implementation specialists were there for coaching and mentoring UNGOs during this important meeting in order to ensure efficient project implementation and build organizational capacities among partner UNGOs and CDAs.



Figure 9: First Quarterly Meeting for B1 UNGO and Partner CDAs in Assiut governorate

As a part of the continuous efforts to monitor and control field implementation activities, the FORSA Program Manager and Field Implementation Assistant performed an exploratory field visit to Batch 1 UNGO (Sahel Selim CDA) and its partner CDAs in late September 2013 to review the implementation status of the project activities during the quarter. Following the meeting, a decision to replace the UNGO's FORSA Program Manager was taken, as her performance was below expectations. Measures for selecting a competent replacement are currently ongoing.

S. Conducting household visits by Batch 1 CDAs community outreach workers (RRs)

During this year, the "squad" of Batch 1 CDA's RRs, started to conduct HH visits. By visiting HHs one by one, the FORSA project aims to develop advocates and build support for the project activities in the communities. Not only did the FORSA Community Outreach Workers visiting HHs in the project target villages present important health messages to those HHs, they also demonstrated a more substantial message to the whole local community that as women in their community, they can make a difference.

On their way to conduct their visits, RRs were observed carefully by community members, who were eager to find out about the nature of their work. During some of the visits, curious neighbors would invite themselves in, and in most of the instances, the RR found it to be an excellent opportunity to deliver the health message to a broader audience.

By the end of the first month of the fourth quarter in Y2, a total of 45,003 households were visited; 15,000 in Souhag and 30,003 in Assiut.

The cumulative number of HH visits conducted by Batch 1 CDAs' RRs during the fourth quarter reached 135,000 visits, which suggests an average of 3 visits for each target HH. At least one monthly visit was conducted to each target HH in the target villages during this quarter.

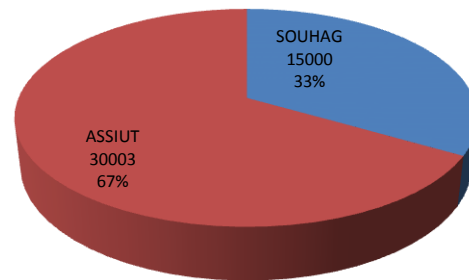


Figure 10: Number of Households visited during Q4Y2

T. Selecting and training a cadre of trainers for the Egyptian Women Speak Out (EWSO) Program from Batch 1 UNGO and CDAs staff, Assiut governorate

Towards the end of FY2, the first TOT workshop to train a cadre of trainers for the EWSO program was conducted. It was originally planned that one RR supervisor from each CDA would be selected to attend the EWSO TOT based on work performance, leadership and communication skills. However, during field work, it became evident that some RRs have exceptional capabilities and skills. Therefore, the FORSA project team decided to widen the pool of trainees, giving outstanding RRs the chance of joining the TOT training.



Figure 11: EWSO-TOT trainees participating in group assignments

A total of 20 RR supervisors, four TC, as well as the UNGO Project Manager attended the workshop. In such a disadvantaged community as that of Upper Egypt where FORSA is working, the idea of TOT is not very well known, particularly among grassroots' female community workers. The performance of trainees in the pre-test clearly demonstrated the need for capacity building and training: the average score calculated for the 25 trainees was **12.48** out of 43.

The FORSA Project Manager, who attended the training in person, discussed with the trainer the need to adopt new strategies for motivating trainees and communicating the concept of TOT to them. It was amazing to see how grasping the idea by trainees led to a drastic paradigm shift: in one instance those who passively watched what was going on started to actively participate in all the subsequent activities, and group assignments became lively with enthusiastic participant collaboration. The average post-score for the 25 participants was **36.48** out of 43. It was amazing to see that the trainees at the end of the workshop could acquire approximately triple the amount of knowledge they came in with.

The average percent knowledge gain among all trainees (**Indicator 2a**) was 192.8%, which substantially exceeds the preset PMP target of 20. This represents a valued achievement for the FORSA project, thus helping female community workers build capacity to take future active roles in making change in their own life and their community.

The training report included individual evaluations for each trainee and recommendations on whether or not she is capable of administering EWSO workshops at the local level. Based on the evaluation, poor performing RRs and RRs supervisors might be laid off or retrained in future training sessions.

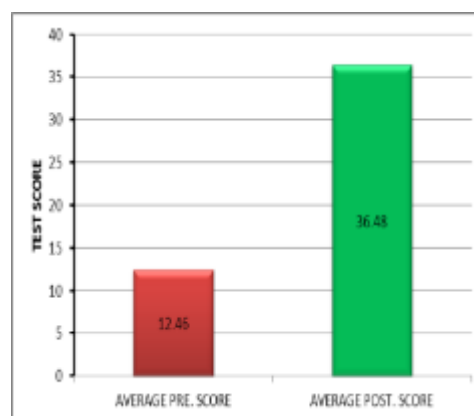


Figure 12: Average Pre and Post Score of EWSO-TOT trainees

U. Communication and collaboration with MoISA at Central and/or Governorate Levels

During this year, the FORSA project team successfully established strong communication and collaboration with MoISA at both the central and governorate levels. Close communication and follow-up with MoISA at the central level was effective in granting approval to the proposals submitted by the six UNGOs to receive funds from Pathfinder International early the third quarter of this year.

The FORSA project field implementation specialists continued their efforts to coordinate with MoISA in Directorates in Assiut and Souhag and played an important role in coaching and mentoring of UNGOs to fulfill the supervisory and reporting requirements of MoISA.

This close coordination and follow-up culminated in the achievement of a significant collaboration with MoISA: To ensure sustainability and scale-up of FORSA capacity building and women empowerment

activities, curricula of three trainings offered by FORSA were adopted by the Ministry's central level, namely IPC&C training, EWSO TOT training, and EWSO Workshops.

V. Organizing an extended Forsa Staff Meeting to share field implementation experience.

The FORSA project has been designed to support ongoing learning and adaptation. The project was designed to be implemented in three batches with the aim of learning from the experiences gained during the implementation of each batch to improve performance.

During this quarter, the project team excelled in learning from experiences gained during the implementation of Batch 1 UNGOs and CDAs. An extended staff meeting was held in the Cairo office in September 2013 at which all Pathfinder LLC FORSA staff, including field staff from both Souhag and Assiut. During the meeting, staff shared experiences, discussed problems, and brainstormed on how to develop flexible solutions for preventing such problems with subsequent Batches. This meeting resulted in important improvements to the implementation process.

During the meeting, project staff discussed who should be targeted to attend each of the trainings provided by FORSA project in the light of the potential impact of the training outcomes on achievement of project objectives and experience gained from implementing trainings for Batch 1 UNGOs and partner CDAs. Staff identified solutions for handling withdrawal of partner CDAs from project, withdrawal of beneficiary women, as well as UNGOs and partner CDAs staff turnover. The project reporting forms were enhanced and an electronic reporting system based on Google forms was proposed by the monitoring and evaluation team. Means to encourage UNGO to build capacity of CDAs and utilize its other resources, cadres and networks to benefit FORSA were also discussed and evaluated.

The orientation meetings held at the community level by CDAs in the beginning of project implementation was a main focus of the discussions during the meeting since it is the first and most important step of FORSA introduction to the community. A set of criteria to select local community leaders involved in those meetings was proposed and a decision was taken that project staff and UNGO staff will be thoroughly involved on the preparation and implementation of these sessions with CDAs given its enormous impact on the kick-start of project activities in target sites.

W. Communication with USAID

All through FY2, continuous communication was ensured with USAID and several meetings with USAID staff took place. Updates concerning the project's approvals and implementation status were continuously shared with the AOTR. During the first quarter of Y2, meetings with USAID staff revolved around the MoISA suggested new approach for project implementation. The USAID AOTR and FORSA team agreed to develop a revised workplan based on the new approach by mid-January 2013.

On February 10, 2013, the FORSA project submitted to USAID an amended 12 month No Cost Extension (NCE) narrative and workplan that included the new tier of implementers, the UNGOs, as per the MoISA suggested new approach for implementation, which also took into consideration the delays imposed to

the implementation by the unstable political conditions in the country; together with a revised budget and PMP changes. On August 13, 2013, approval was granted by USAID agreement officer for the FORSA 12-month NCE workplan. Based on this approval, an updated project plan narrative and PMP (where indicator targets and timelines were rationalized according to the actual start date of implementation) were resubmitted to the USAID AOTR during September.

X. Collaboration with other CAs

During quarter three, FORSA project staff held a coordination meeting with the SMART project teams in Assiut and Souhag teams, where various coordination scenarios between the two projects were suggested. In addition, the FORSA project team recently discussed the different coordination possibilities with the USAID AOTR.

During this year, coordination between the FORSA project and SMART project successfully converted from a proposed concept to an actual entity. First, health messages adopted by SMART project have been used during the training of RRs. Second, a list of physicians affiliated to the SMART project in Assiut and Souhag governorates was provided to FORSA project, and coordination allowed some of them to participate in the delivery of health messages training within the context of the IPC&C training workshops that were held in Souhag governorate during the fourth quarter.

Table 3 Year 2 Achievements

Activities	Expected Results	Year 2 Achievements	Comments/C challenges
Technical Pavement for Project Implementation:			
Develop Project's Work plan	Project Work plan developed	Updated Work plan according to 12 Month NCE developed	
Develop Performance Monitoring Plan PMP	PMP developed	Updated PMP according to 12 Month NCE Developed	
Submit Work plan and PMP to USAID	Project Work plan and PMP were To USAID	Updated Work plan and PMP based on the approved 12 month NCE submitted to USAID	
General Activities			
1.0 Approach MoISA Directorates on local level to nominate intervention districts and Umbrella NGOs (UNGOS)	Potential UNGOs nominated in Assiut and Souhag	A list of Potential UNGOs have been nominated by MoISA Undersecretaries in Assiut and Souhag	
2.0 Orient nominated UNGOs on Project's objectives	Nominated UNGOs Oriented on Project objectives	All Nominated UNGOs in Assiut and Souhag have been oriented about project objectives	
3.0 Administer pre-award assessment to select partner UNGOs at Assuit and Souhag	Pre-award assessment administered to selected partner UNGOs	Pre-award assessment administered to selected partner UNGOs	
4.0 Provide UNGOs with proposal writing training	UNGOS received Proposal Writing training	Proposal Writing workshop was attended by all 6 UNGOs relevant staff	
5.0 Guide selected UNGOs in selecting partner CDAs on community level following FORSA pre-set criteria	Partner CDAs nominated and selected according to preset criteria	75 Partner CDAs have been selected based on similar criteria for UNGOs selection.	
6.0 Assist UNGOs in developing grant proposals to be submitted to MoISA	UNGOS received technical support in developing grant proposals to be submitted to MoISA	The FORSA project team provided UNGOs with continuous support during the preparation and submission of proposals.	
7.0 Submit granting proposals by UNGOs to MoISA	Grant proposal submitted to MoISA by UNGOs	All 6 UNGOs submitted grant proposals to local MoISA directorates, and received by the MoISA Grants Department on January 30th	
8.0 Sign approved sub-grant agreements by Pathfinder International and UNGOs	All sub grant agreements signed by Pathfinder International and UNGOs	sub grant agreements were signed by all six UNGOs	

9.0 Sign implementation agreements between UNGOs and partner CDAs	Implementation agreements between UNGOs and partner CDAs signed	All Six UNGOs of Batches 1, 2 and 3 in Assiut and Souhag successfully signed agreement contracts with their partner CDAs.	Some CDAs withdrew from the agreement but were promptly replaced
Batch one (30 communities)			
Result 1: Jobs created among partner UNGOs and CDAs in intervention areas			
1.1.1 Assist UNGOs to hire project staff according to job descriptions prepared by FORSA	All batch one UNGOs' project staff hired	Project staff hired in Batch one UNGOs in Assiut and Souhag	
1.1.2 Assist CDAs to hire project staff guided by job descriptions prepared by FORSA Team in collaboration with UNGOs	All Batch One CDAs' project staff hired	One PM, 2RR supervisors and 15 RR were hired by each Batch one CDA.	
1.1.3 Provide UNGOs with managerial training	Batch one UNGOs received Managerial Training	Batch one UNGOs received Managerial Training	
1.1.4 Provide UNGOs with financial training	Batch one UNGOs Received Financial Training	Batch one UNGOs Received Financial Training	
1.1.5 Provide UNGOs and partner CDAs with IPC&C Training	UNGOS and partner CDAs trained on IPC&C Training	All Batch one UNGOs' TCs, and CDAs' PM, RR and RR supervisors were trained on IPC&C	
1.1.6 Guide UNGOs to supervise partner CDAs while implementing Project activities	With completed capacity building of recruited CDA staff, home visits to implement project activities started and continued in intervention communities.	All Batch 1 CDAs' outreach workers started Home visits this quarter. All 45,000 targeted households have been visited on the average 3 times during this quarter.	
Result 2 : Women owned microenterprises established in intervention areas			
1.2.1 Identify and train a cadre of trainers for the Egyptian Women Speak Out (EWSO) program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants specializing in EWSO program implementation on field levels	25 RRs /RR supervisors and/or TCs have been selected from Batch 1 UNGO and its partner CDAs in Assiut governorate and participated in a 6 days EWSO TOT training late September 2013.	Selection of participants and conduct of the EWSO TOT Training in Batch 1 UNGO and its partner CDAs in Souhag governorate ongoing during October.
Batch Two (25 communities)			

Result 1: Jobs created among local CDAs in intervention areas			
2.1.1 Assist UNGOs to hire project staff according to job descriptions prepared by FORSA	UNGOS Project staff hired	Batch two UNGO's PM, TCs, and accountants have been hired.	
2.1.2 Assist CDAs to hire project staff guided by job descriptions prepared by FORSA Team in collaboration with UNGOs	One project manager, 15 outreach workers and 2 supervisors hired by each partner CDA	5 Project Managers, 50 RR supervisor and 375 RRs have been hired by Batch 2 CDAs in both Assiut and Souhag governorates.	
2.1.3 Provide UNGOs with managerial training	Batch two UNGOs received Managerial Training	Batch two UNGOs received Managerial Training	
2.1.4 Provide UNGOs with financial training	Batch two UNGOs Received Financial Training	Batch two UNGOs Received Financial Training	
2.1.5 Provide UNGOs and partner CDAs with IPC&C Training	UNGOS TC, CDAs' RRs, and PM received IPC&C training	An overall of 363 Batch 2 UNGOs' TCs, and CDAs' RRs ,RR supervisors and Project Managers Successfully received IPC&C training	IPC&C training for Batch UNGOs' TCs, and CDAs' RRs ,RR supervisors and Project Managers still ongoing during October 2013
Batch Three (20 Communities)			
Result 1: Jobs created among local CDAs in intervention areas			
3.1.1 Assist UNGOs to hire project staff according to job descriptions prepared by FORSA	UNGOS Project staff hired	Batch three UNGO's PM, TCs, and accountants have been hired.	
3.1.2 Assist CDAs to hire project staff guided by job descriptions prepared by FORSA Team in collaboration with UNGOs	One project manager, 15 outreach workers and 2 supervisors hired by each partner CDA	4 Project Managers, 40 RR supervisor and 300 RRs have been hired by Batch 3 CDAs in both Assiut and Souhag governorates.	

Challenges

During FY2, the FORSA project encountered several substantial challenges yet determination, devotion and professionalism enabled the project team to successfully handle each and every one of them and set forth preventive measures to neutralize the potential hazards they might have on the implementation of project activities in the future. The challenges were predominantly political and operational in nature:

A turbulent political situation

The greatest challenge which faced the project implementation during this quarter was the turbulent and storming political situation which the country has been dealing with over the past few years. Heightened political tensions unfolding as the project began which impacted the project's start-up.

First, the political instability led to lots of delays in gaining approvals to the grant proposals submitted by UNGOs to MoISA due to frequent change of cabinet ministers which adversely affected the flow of work and lead to an unnecessary delay in all transactions involving governmental offices including MoISA. Second, it was clear that the MoISA officials were very hesitant to sign any approvals of foreign funding in the light of the ongoing law suit regarding foreign funding of civil society organizations. The FORSA project team adopted an agile strategy to overcome this challenge and finally succeeded in obtaining the necessary approvals (see Success Stories).

After the start of field activities, the political situation continued to cause delays in project achievements. For example, the rising tension and state of polarization among the Egyptian citizens lead to demonstrations organized by the supporters of each of the opposing political parties and sometimes violent confrontations between protesters created an atmosphere of cautious suspicion which spread to local rural communities and adversely affected the work of project staff in two distinct ways. First, people in rural communities became less welcoming and even suspicious to community workers, usually mistaken for political supporters of one or another political party. Second, spreading violence among supporters and opponents represented a continuous threat to the safety of transportation. The condition heightened to a climax in the few days preceding the generalized demonstrations on July 30, where violence became more frequent and transportation became difficult due to the scarcity of fuel in gas stations. However, with perseverance and devotion, the project team was able to overcome obstacles and achieve all the project's stated objectives.

During few months that followed, the project team, equipped by experience gained from confronting and overcoming various types of obstacles and energized by devotion and determination to make a change in people's lives, was able to tactfully handle obstacles and drive the project swiftly through the turbulent environment of a politically unstable country, giving it an enormous energy to empower the implementation of field activities.

Operational Challenges

- **Withdrawal of some partner CDAs**

During this year which witnessed the kick-off of the FORSA project field activities, agreements between UNGOs and their partner CDAs have been signed. After the signature of agreement contracts between Batch 1 UNGOs and their partner CDAs, two CDAs, one in Souhag (*Tanmiat Al Mogtamaa in Al Hema*) and the other in Assiut (*Al Gameya Al Khaireya Al Islameya in Al Sheikh Naguib*), expressed their inability to continue with the project commitments.

A similar scenario took place shortly after the signature of agreement contract between Batch 2 and Batch 3 UNGOs and their partner CDAs, two Batch 2 CDAs one in Souhag (*Al Khaireya Letahfiz Al Quran Wa Reayat Al Yateem in Margha*) and one in Assiut (*Tanmeyat Al Mogtamaa in Al Nawawrah*) apologized for not being able to work on the implementation of the project

The reasons for withdrawal revolved around internal organizational problems impairing the CDAs from participating in the implementation of any community work, and social problems where one of the CDAs was unable to recruit the required number of community outreach workers to implement FORSA project activities, given the unfavorable opinion of community towards women working.

The FORSA project team investigated the reasons for withdrawal of partner CDAs and realized that a substantial challenge is being faced; despite the meticulous selection process of CDAs in the disadvantaged communities where the project was to be implemented, most CDAs lack adequate infrastructure and sound organizational behavior. Most were run by community members who lacked capacity for implementing effective organizational principles. Second, some communities were intolerant to women working which prevented the implementation of project activities, such as the case with the CDA *As Salam in Al Zara*, which made it practically impossible to recruit 18 female community workers.

A system was set forth to ensure prompt replacement of any CDA which withdraws from project activities to avoid unnecessary delays in implementation of project activities. The system was based on the following pillars: First, arrangements were made with MoISA officials at the district level to always nominate back-up candidate CDAs. Second, coordination between FORSA Project Cairo staff and Field Implementation specialists was set to speed up the necessary checks on replacement CDAs.

- **Turn-over of hired Project Staff in UNGOs and Partner CDAs.**

Although employee turn-over is an acceptable phenomenon in any organization, yet it can negatively effect the achievement of objectives. This problem is of particular importance in the FORSA project, since job creation is one of the ultimate goals of the project. It was therefore deemed necessary that each and every job created throughout the project lifespan remain occupied and to replace personnel when needed.

During this year, 13 RRs and an accountant from Batch 1 CDAs expressed their intention to quit their jobs. The issue was investigated by the FORSA project team, who found that all of the 13 RRs had personal reasons for discontinuation of work.

The FORSA project team found that the key to overcoming the challenge of staff turn-over is to ensure proper selection of devoted and interested candidates for different post. In addition, the project found that retention of competent staff was strengthened through the establishment of a simple incentives system in collaboration with UNGOs and partner CDAs (e.g. awarding appreciation certificates or token trophies), strengthening the coordination between FORSA Field implementation specialists, Cairo Office and UNGOs to speed up the processes of selection and rehiring of replacements, as well as to ensure speedy preparation of new hires through express on-the-job training followed by scheduling them to join full formal training with their counterparts in subsequent batches of the project.

- **Withdrawal of Some Targeted Families**

During the fourth quarter of Y2, which witnessed the start of the HH visits conducted by Batch 1 CDAs' RRs in both Assiut and Souhag governorates, FORSA project team faced a startling request from some target beneficiary families to withdraw from the project and cease to receive household visits by the RRs. This request was an alarming signal for the project team which merits in-depth root cause analysis.

Prompt visits were conducted by FORSA field implementation specialists in the relevant governorate, together with key CDA board members as well as some key figures in the village where the rejecting families reside. The cause of withdrawal was explored and all efforts were made to convince those families to resume their participation in project and continue receiving HH visits from project RRs.

For the majority of the families, the reasons they submitted were fair, convincing and objective reasons. For many, the reasons were related to the vengeance crimes taboo deeply rooted in Upper Egypt villages. A family stigmatized by vengeance crime was in a situation where receiving frequent visits from strangers in general was a significant compromise to the whole family's security and thus, their request to stop receiving RRs visits was straightforwardly granted.

Once communal adverse public opinion reasons for withdrawal had been ruled out, FORSA project team in collaboration with CDAs' FORSA project staff in the pertinent villages replaced the withdrawn target families by other families from the database which was generated during the mapping process conducted last quarter. The number of target households which will be served by the project will therefore remain the same.

Success Stories

Obtaining MoISA approvals to start project activities in a political turmoil

Given the storming political context in Egypt, it was a major success for Pathfinder to receive approvals from MoISA for the FORSA project activities which allowed Pathfinder International to give grants to the six UNGO which submitted grants. This was achieved through the effective strategy to achieve its goal and overcome obstacles adopted by the FORSA project staff. First, project staff conducted close, continuous follow-up with MoISA officials at the governorate and central levels. Contact with MoISA NGOs Department and the Security Clearance Department was made almost daily. Second, project staff started networking and lobbying with relevant stakeholders including UNGOs officials to create



advocacy and public pressures compelling MoISA to grant the approval. Pathfinder staff efforts led to some important actions taken by UNGO. Some of the UNGOs collectively submitted pleas to the MoISA highlighting the potential impact of the project on the needy beneficiaries in their local communities and requesting prompt approval. Another UNGO submitted a similar plea to the Injustices Complaints Office affiliated to the Presidential Office. The FORSA strategy proved to be efficacious, as MoISA was finally convinced to grant approval to all six proposals submitted by the six UNGOs.

Upper Egypt Vulnerable women empowered

For women in rural Upper Egypt, divorce is a major social stigma. Divorced women are usually subjects of social discrimination, and their families and community usually impose on them a state of isolation. They are rarely given the opportunity to work outside the house which directly jeopardizes their financial independence. With the start of the implementation of its field activities, the FORSA project successfully provided job opportunities for seven divorced women who joined the team of RR (Outreach workers) recruited by Batch 1 partner CDAs in Assiut and Souhag governorates. This work opportunity allowed those women to regain their self-confidence by providing them with a source of income to achieve financial security and support their own selves and their dependents as well as an opportunity to play an active role in their community as leaders and information givers.

“Working as an outreach worker is a real challenge for a divorced woman in rural Upper Egypt, not only did I have to convince my family of letting me go out for work, but I also had to face the suspicious looks and embarrassing questions from women I visit every day. This challenge only made me stronger and more determined to go on with my work especially that I was, for the first time in my life, able to pay for my daughter’s provisions.” Reports Sherine Khallaf; FORSA Outreach Worker Meshta Village, Sohag governorate



Figure 13 Sherine Khallaf, FORSA Outreach Worker During a household visit

FORSA Project Rapidly Gains Advocates in Target Sites:

Shortly after the start of HHs visits by Batch 1 RRs, by successfully building rapport with the beneficiary families, the “squad” of RRs presented the pass card of FORSA project to their local communities. They encouraged acceptance to the project, and made participating families feel that they are privileged for being part of FORSA project activities. This was clearly embodied by Mrs. Fatma, Board Chair *Sohbet El Kheir* UNGO in Souhag, who stated that FORSA project beneficiary families now self-present as “FORSA families”.

On their way to conduct their visits to target households, RRs were moving banners for FORSA project throughout target villages, being carefully observed by community



Figure 14 Amira Sobhy, FORSA Outreach Worker talking to women on her way to conduct a household visit

members eager to find out about their work and the whereabouts of FORSA.

“Sometimes on my way to conduct a visit to a household, women from the local community would stop me to ask about the whereabouts of FORSA project, and would want to find out about the health messages. During some of the visits, curious mothers or mothers to be from the neighborhood would invite themselves in, hoping to receive advice to help them with their pregnancy or raising their children. In most of the instances, I get an extra-audience my health messages.” Reports,,FORSA Outreach Worker Bani Raea Village, Assiut governorate.

FORSA Project Responds to Social Needs of Beneficiaries

A Terrorism Victim Family Consolated

Sahar Mabrouk, a mother of two children and a young wife of a recruit in the Egyptian security forces is one of FORSA Project beneficiary families in Al-Ansar Village, Al-Qusia District, Assiut governorate. She has been visited twice by FORSA Project RR, Yathreb CDA to receive health messages in July and August,2013. Early in September, the RR knew that Sahar’s husband lost his life in one of the terrorist attacks that targeted a police station where he served. The RR promptly visited Sahar to submit condolences and find out how she can help. Finding out that the late husband was the only source of income to the family, and knowing the extremely harsh conditions under which the family lived, the RR started communication with the *Masr El Kheir*, a trustworthy foundation working in community development all over the country, which successfully provided the grieving family with some necessary furniture to equip their house. Communications were also promptly initiated with the Governor of Assiut governorate, through *Yathreb* CDA officials and *Al-Hawatka* UNGO officials to secure a source of income to Sahar and her two children. The governor responded instantaneously and an exceptional pension was devoted to the mourning family.

Provisions and Garments fair

In Souhag governorate, Batch 1 UNGO (*Sohbet El Kheir*) utilized the database of beneficiary HH built during the mapping stage of FORSA project, as a resource to identify needy families that will receive support in the form of free meals and provisions bags during the holy month of Ramadan. The FORSA project families in need were also invited to a charity fair organized by the UNGO before the feast. The fair lasted for 3 days, during which 200 needy FORSA families received necessary garments for the feast.



Figure 15 FORSA garments Fair, Shouhag

Securing Health Needs

In a seriously disadvantaged community where health insurance coverage is lacking, the health needs of community members may represent a serious concern. Therefore, theFORSA project was able to respond to the health needs of targeted families in a multitude of ways including lots of coordination and between CDAs, governmental and non-governmental health care organization. In Assiut, Yathreb CDA, working in collaboration with El Hawatka



UNGO, was able to coordinate with Masr El Kheir foundation and Assiut Military hospital to provide 3 FORSA beneficiaries with Corneal Transplant surgery, allowing them to regain the long lost sense of sight. This surgery Costs more than 35,000 LE/ Case and was practically an impossible dream for those Family supporters in Upper Egypt.

To secure health services to FORSA beneficiaries, El Hawatka UNGO in Assiut arranged for the signature of a protocol for long term coordination with Manfalout District Hospital. The protocol was signed by representative of the UNGO Board and the Hospital Director. According to this agreement, FORSA Family members could be referred to the hospital by UNGO staff to receive health services. A partner CDA (Emad Abdel Nabie CDA) working in Bany Zaid Village, Manfalout District followed the steps of the UNGO. The CDA signed an agreement protocol with Omm El Quosour General Hospital to secure the transfer of FORSA project beneficiaries in need of Health Care or Hospitalization.

FORSA Project Networks with KNOWLEDGE IS POWER Project

The same UNGO submitted a provisional protocol for networking between FORSA project and a literacy project (KNOWLEDGE IS POWER) established by one of the Reputable Nationwide Community Development Initiate, *Sonaa El Haya* which happened to be also one of the partners implementing FORSA project in collaboration with the UNGO. According to the proposed protocol, each FORSA RR will act as literacy facilitators for five illiterate FORSA target women. The foundation, *Sonaa El Haya*, will provide the classes, study material and nominal incentives for both RRs and target women. Classes would be conducted in the afternoon, not to interfere with the activities of FORSA project. The protocol has been approved provisionally by FORSA project manager and the idea of extending the collaboration to Batches 2 and 3 is currently being studied.

Monitoring and Evaluation

During FY2, the project achieved all targets according to the submitted NCE workplan and PMP based on the approved 12-month NCE request granted by USAID agreement officer on the August 13, 2013

As per the NCE workplan and PMP, the following indicators are to be reported on this Year:

Indicator #1: Number of jobs created for the implementation of FORSA project activities

Indicator #2: Average percent change in knowledge gain among FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators.

Indicator #2a: Average percent change in knowledge gain among UNGO trainees in FORSA managerial and financial training

Indicator #3: Number of people trained in FP/RH/ maternal/ newborn/ child health/ nutrition during FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators trainings.

Indicator # 5: Number of households visited by awarded CDAs outreach workers in intervention areas

Indicator # 7: Average percent knowledge gain among UNGO Technical Coordinators and RR supervisors trained in FORSA EWSO TOT

Table 4 Achieved indicators FORSA Project FY2

Indicator Number	Target/ Actual Data	FY2					Comments (Explanation on a - /+ 10% actual from target)
		Q1	Q2	Q3	Q4	Total	
Indicator # 1	Target	--	--	586	1400	1400	
Number of jobs created for the implementation of FORSA project activities	Actual		17	586	1403	1403	
Indicator # 2	Target	--	--	≥ 20%	≥ 20%	≥ 20%	The indicator for this year is cumulative for all trainees during Q3 and Q4. As FORSA is working with UNGOs and CDAs in unprivileged communities, initial capacity and knowledge of staff was very limited and hence the benefits of the training were huge.
Average percent change in knowledge gain among FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators	Actual	--	--	53%	34.0%	43.50%	
Indicator # 2a	Target	--	--	≥ 20%	≥ 20%	≥ 20%	The indicator for this year is cumulative for all trainees during Q3 and Q4. initial capacity and knowledge of staff was very limited, and small number of trainees (24) exaggerates extreme values
Average percent change in knowledge gain among UNGO trainees in FORSA managerial and financial training	Actual	--	--	140%	148.6 %	143.7%	
Indicator # 3	Target	--	--	546	846	846	Numbers exceed the expected targets as rehires from Batch 1 joined the training. Also, some of Assiut CDAs who were planned to finish their training early October successfully completed it by the end of September.
Number of people trained in FP/RH/ maternal/ newborn/ child health/ nutrition during FORSA CDAs outreach workers (Raedat Refeyat /RRs) and UNGOs technical coordinators trainings.	Actual	--	--	548	957	957	
Indicator # 5	Target	--	--	--	45,000	45,000	
Number of households visited by awarded CDAs outreach workers in intervention areas	Actual	--	--	--	45,003	45,003	
Indicator # 7	Target				≥ 20%	≥ 20%	Attendees of EWSO TOT Training in unprivileged project sites were initially unaware of the concept of TOT and were not interested yet after training went on they became energetic, enthusiastic and devoted.
Average percent knowledge gain among UNGO Technical Coordinators and RR supervisors trained in FORSA EWSO TOT	Actual				198.5%	198.5%	